

Job satisfaction and work engagement among resort employees in Batangas province: Basis for human resource development plan

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Abstract

This study examines Batangas resort employees' job satisfaction and engagement during the pandemic and proposes a human resource development plan to make accredited resorts more competitive and resilient. A descriptive quantitative study using a questionnaire was employed to survey 303 Batangas resort workers. The Mann-Whitney U test and Kruskal Wallis test tested hypotheses, whereas descriptive statistics described respondents' demographics. The study found that respondents are satisfied with the compensation, promotion, benefits, recognition and rewards, training and development, and career development opportunities of their jobs. They are also cognitively, emotionally, and physically engaged in their work. Employee satisfaction and engagement vary by duration of employment. Physical work involvement differs by age and sex. Job satisfaction increases employee engagement, according to the study. Job satisfaction and employee engagement are positively correlated. A human resource development plan was proposed to enhance resort employee job satisfaction and engagement. This research was limited to the six variables of job satisfaction which are compensation, promotion, benefits, recognition and rewards, training and development, and career development opportunities and the three dimensions of work engagement. Google Form was used in the gathering of data as the study was conducted during the pandemic.

Keywords: job satisfaction, work engagement, resort employees, HR plan, hospitality employees

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1. Introduction

Hospitality establishments such as hotels and resorts depend on customer satisfaction for their success and sustainability (Glaveli et al., 2019). As the service-profit chain demonstrates, customer satisfaction is linked with employee satisfaction (Cain et al., 2017). If an employee is satisfied, they will work harder, and they will be able to provide not just adequate but even great guest service to an establishment's consumers and, eventually, to improved organizational performance. On the other hand, one of the reasons given for why there is such a high employee turnover rate is that workers experience a low level of job satisfaction. Hamdan and Nair (2011) found that there is a significant connection between being satisfied in one's work and being productive in that work. According to the findings of the study, satisfied workers exhibit higher levels of productivity at their places of employment. Consequently, when employees are satisfied, they can provide better goods and services for the company's customers, which helps the business achieve greater levels of customer loyalty in an increasingly competitive environment.

It is not enough that employees are satisfied with their work. Another factor to consider is the engagement of workers. A satisfied employee is seen to do his or her job well, while an engaged employee strives to be more productive to help the whole company as well. Engaged employees are those who are actively involved in their work, are best performers, and go above and beyond which impresses both their superiors and their customers. These are the types of employees that the hospitality industry is looking for as the industry is relied upon to provide an experience that is worth remembering. Therefore, determining employees' work engagement level will provide insight into what drives this engagement and identify opportunities to improve it.

As the tourism and hospitality industry recovers, the employees who are also considered as internal customers should be taken care of. These employees are the ones who provide direct services to the establishments' external customers. According to studies, there is a direct relationship between job happiness, work engagement, and greater guest satisfaction. Failure to analyze job satisfaction and work engagement may result in dissatisfied, disengaged personnel who are less devoted to their careers and the business's vision and goals.

Although the concepts of job satisfaction and work engagement in the hospitality industry have gained attention in the research literature (Glaveli et al., 2019; Stamolampros et al., 2019; Heimerl et al., 2020), most of the existing studies have been conducted abroad. Studies on job satisfaction and work engagement of hospitality employees in the country are few, if not non-existent. Therefore, this research aims to determine the job satisfaction and work engagement of resort employees in the province of Batangas during this pandemic.

2. Literature review

Job satisfaction - Many organizations nowadays are recognizing the importance of satisfying their employees. Ali (2016) defined job satisfaction as the level of a person's happiness, comfort, or contentment with their own job. He continued by saying that a number of elements, such as the amount of compensation and benefits, the fairness of the promotion system within an organization, the standard of the working conditions, and the opportunities and challenges the job presents, determine job happiness. In addition to this, he provided a number of definitions of job satisfaction by prominent academics. According to Vroom (1964), who was cited by Ali (2016), job satisfaction can be understood as an individual's affective orientation toward the work roles that they are currently occupying. A few years later, Davis et al. (1985), as also cited by Ali (2016), came to the conclusion that a combination of good and negative feelings that employees have about their work makes up job satisfaction.

In their research, Munir and Rahman (2016) identified the factors that contribute to employee satisfaction and influence workers' decisions regarding whether or not to remain with their employers and how committed they are to their jobs. The people who worked in the medical field in Malaysia were the focus of their research. It has been discovered that higher salaries and benefits, organizational social support in the form of support from co-workers and management, and working conditions that support employees' career development all contribute to increased job satisfaction for nurses.

Nanjundeswarasmy (2019) conducted research and developed and validated a job satisfaction scale for various business sectors. In his research, he came up with a list of 18 important aspects that contribute to job satisfaction. Using confirmatory factor analysis, these were broken down into eight parts: work environment, career and promotion opportunities, communication and job clarity, leadership style, work-life balance, training and development, teamwork, and job security.

Razak et al (2018) focused their research on the concept of promotion as an additional factor contributing to job satisfaction. They found that both job promotion and job satisfaction affect how well employees do their jobs. However, when they were looked at separately, it turned out that the dominant position of promotion affects productivity more than job promotion. Furthermore, it demonstrates that the degree to which workers are motivated to work is determined by their level of advancement. Similarly, one of the factors cited by satisfied employees in a study conducted using online reviews written by employees was the career opportunities provided by their company. According to regression analysis, even a slight rise in the rating for career advancement reduced the probability of an individual departing their current job and looking for a new one (Stamolampros et al., 2019).

In their study, Danish and Usman (2010) also investigated how the presence of rewards and recognition affected levels of motivation and overall job satisfaction. They gathered information from employees working for a wide variety of organizations by having them fill out a questionnaire. They came to the conclusion that various aspects of job satisfaction and motivation are significantly correlated and that the level of reward and recognition an employee receives has a significant influence on how motivated they are to work. It is recommended that the findings of the study be taken into consideration by managers and policymakers when developing their approaches to human resource management.

Another factor affecting job satisfaction is training, as revealed in the study conducted by Ashton (2017) in the hospitality sector in Thailand. In addition to improving employees' skills and knowledge, it is anticipated that an increase in training programs of just one percent will boost job satisfaction by approximately twenty percent. According to the findings of the research conducted by Stamolampros et al. (2019), an employee's level of commitment is correlated favorably with their perception of how easily they can participate in a training program. When their organizations invest in training programs that improve and develop their required skills, employees in the tourism and hospitality industries are more loyal to their employers.

A study concerned with organizational career management indicated that employees of the millennial generation are more invested in their own professional growth and view career exploration as having a substantial bearing on their future careers (Kong et al., 2019). Organizations which provide career support activities are able to enhance their employees' sense of career satisfaction. The authors forwarded the recommendation that managers should explore the career needs and expectations of this particular generation of workers and offer specific career development programs for them.

Work engagement - Work engagement is a relatively recent terminology in the business world. The literature review would point out that the term engagement as used in the workplace appeared in the 1990s. As businesses become more competitive and as productivity becomes a level of standard for most organizations, there is an increasing need to rely on the outputs of the employees. The contribution of the employees become a critical factor and many organizations have realized the need to engage the workers not only physically, but with their minds and souls as well (Shaufeli, 2013).

Kahn, as cited by Schaufeli (2013) defined personal engagement as the “harnessing of organization members’ selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during the role performances”. He conceived of engagement as the utilization of and expression of one's preferred self in the activities of a task.

Work cognition, as defined by Joo et al. (2017) is a collection of mental descriptions and prior judgments that are applied to a specific work experience that is occurring in the present. Their investigation was also founded on Kahn's (1990) theory, which proposes that cognitive engagement can be examined through a number of different lenses, such as those of meaningfulness, safety, and resources. In addition to this, employees who are cognitively engaged are more likely to be mentally aware, focused, and absorbed in the work they are doing (Kahn, 1990). If an employee feels that their work, their reviews, and their job autonomy all have a purpose, if they work in an environment that encourages collaboration and has positive relationships with their co-workers, and if HR policies and practices such as promotions and bonuses are fair to them, then that employee will exhibit cognitive engagement (Joo et al., 2017).

An increasing number of firms are realizing that properly engaging employees through emotional attachment results in closer relationships, more loyalty, and, in general, higher revenues (Carter, 2019). Dale Carnegie & Associates, Inc. (2017) explored and discovered five emotional states that pushed engagement and twelve that evoked disengagement to validate the importance of employees' emotions. According to their findings, the key emotions that lead to engagement are feeling valued, self-assured, inspired, invigorated, and empowered. Employees who have negative feelings such as indifference, annoyance, and unpleasantness, on the other hand, are nearly ten times more disengaged than employees who experience positive emotions. They also noted that staff personalizes their work based on their feelings about the company's actions in general and their immediate supervisor in particular. Those who have a positive emotional connection with an organization have a sense of ownership and are more likely to remain with it, delivering high-quality work in less time and lowering turnover costs.

Cartwright (2014) observed that, among the work engagement aspects, the physical or energy component receives less attention. She went on to say that energy is the foundation of both engagement and well-being. Cartwright (2014) also stated that research has shown that low levels of engagement are associated with a variety of psychosomatic complaints, including headaches and chest pains, neck and back issues, and increased stress and depression. Individuals who report high energy levels also rate their overall health as better. She came to the conclusion that in for a company to be able to produce, recognize, and discharge more energy in the workplace, it must have a psychologically and physically healthy workforce.

3. Methodology

The study is descriptive quantitative research. Purposive sampling was utilized and 303 employees from accredited resorts in the Batangas province were the participants of the study. The data-gathering instrument is adapted from the study of Muria (2021). From it, the following job satisfaction variables are considered: compensation, promotion, benefits, recognition and rewards, training and development, and career development opportunities. It also adopted the three dimensions of work engagement, which include cognitive work engagement, emotional work engagement, and physical work engagement. Once the questionnaire had finished content validation and had passed the internal reliability consistency, data gathering was started. Data gathering through the use of Google Forms was conducted from January to the third week of February.

For data analysis, descriptive statistics such as frequency and percentage were employed to describe the demographic profile of the respondents. Weighted mean and rank were used to determine the level of job satisfaction and work engagement of the respondents of the study. To determine whether the variables follow a normal distribution, the Shapiro-Wilk test was used. The Shapiro-Wilk test result revealed that nine variables have p-values that are less than 0.05, indicating that the data set is not normally distributed. Therefore, the

non-parametric tests used to identify the significant differences in the responses when grouped according to profile variables included the Mann-Whitney U test for two groups and the Kruskal Wallis test for more than two groups. The significant relationship between job satisfaction and work engagement was tested using the Spearman rho. SPSS version 26 was used for all analyses.

In accordance with the Data Privacy Act of 2012, the personal and private data of individual respondents were not revealed in any part of the study. All the data collected were ensured to be fully volunteered by the respondents. The purpose of the study was also made clear in the questionnaire provided. Furthermore, approval of the author of the questionnaire adopted in the study was sought and received. The author was also given proper acknowledgment in accordance to the accepted principles of attribution.

4. Findings

Table 1

Job Satisfaction of Resort Employees

Variables	Composite Mean	Verbal Interpretation	Rank
Compensation	4.15	Agree	1
Promotion	4.05	Agree	2
Benefits	3.91	Agree	4
Recognition and Rewards	3.83	Agree	5
Training and Development	3.99	Agree	3
Career Development Opportunities	3.72	Agree	6
Grand Mean	3.94	Agree	

Note: 4.50-5.00=Strongly Agree; 3.50-4.49=Agree; 2.50-3.49=Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

One of the most important factors influencing an employee's job satisfaction is pay. According to Herzberg's theory, compensation is one of the hygiene factors that are required to motivate employees whose absence may result in dissatisfaction. The findings indicate that employers are meeting their employees' salary expectations. It also implies that, despite the pandemic's impact on most resort establishments, they continue to ensure that their employees are paid fairly and appropriately. The respondents also agreed that their salary is fair when compared to the salaries of their co-workers. This implies that the workers understand and accept the basis used by the establishment in determining salaries. This is consistent with the findings of Heimerl et al. (2020), in which the majority of hospitality workers surveyed were satisfied with their pay and acknowledged that men and women were paid equally and fairly. This variable received the highest composite mean rating among the job satisfaction variables. This is noteworthy as there are studies that determined that the industry is characterized by low-paid workers (Hjalager & Andersen, 2011) and that earnings in this industry are not competitive (Dogru et al., 2019).

From the table, it can be seen that respondents agreed with a composite mean of 4.05 that they are satisfied with their jobs in terms of promotion. The respondents also agree that performance is an important factor in job promotion and that the company has a fair promotion policy. Employees appear to believe that their skills and abilities will be recognized by the organization, based on the results. This is also a good indicator that employees will likely perform well in their assigned duties and responsibilities because they believe it will affect their chances of advancement and that good performance will be rewarded. Employees with this mindset can be expected to work toward the achievement of the organization's goals and objectives. This means that employees' job satisfaction will influence their work performance. According to Razak and Ramlan (2018), there is a significant and positive relationship between promotion implementation and employee performance.

Employees expect other benefits from their employers in addition to compensation, which influences their choice of company. It was found that respondents are satisfied with their jobs in terms of benefits, with a composite mean of 3.91. They agree that the benefit packages they receive are on par and comparable to those of their co-workers and that the benefits they receive are as good as those offered by other companies. This supports the findings of a study conducted in Langkawi, Malaysia, by Nurhazani and Azlan (2019), in which

migrant workers believed that the accommodation sector offered more appealing incentives, such as free meals, lodging, and medical insurance, than other sectors. The finding also implies that the respondents perceive no bias in how the resort establishment treats its employees and that they all receive the benefits that are due to them. This is significant because the perception of equity will aid in the maintenance of a positive working environment.

Table 1 shows that the respondents agree that they are satisfied with their jobs in terms of training and development which got a composite mean of 3.99. The respondents agree that the training and development programs have helped them in adapting to change easily. The tourism and hospitality industry experienced a lot of changes since the pandemic started. Different health protocols were implemented in order to ensure the safety of both the employees and guests in the operation of accommodation establishments. It is worth noting that respondents agreed that the training and development programs had increased their confidence. It probably lessens their worry about the changes that are occurring in their workplaces and provided them with a sense of empowerment that opened up their creativity and skills (Glaveli et al., 2019).

The respondents also agreed with a composite mean of 3.83 that they are satisfied with their jobs in terms of recognition and rewards. They agreed that they receive recognition for their work when they do a good job. This indicator receives the highest weighted mean and suggests that many of the respondents have experienced receiving some form of recognition from work, whether formal or informal whenever they have performed well. The result also implies that employees feel that what they do are appreciated and that what they do are valued in their workplaces. This is important as reward and recognition have been found to have a significant and positive relationship with work satisfaction in the study of Danish and Usman (2010). Changes in the recognition accorded to employees could therefore affect their job satisfaction levels and even their motivational levels (Danish & Usman, 2010).

In terms of career development opportunities, the respondents agree with a composite mean of 3.72 that they are satisfied with their jobs in terms of career development opportunities at the company they are working at. Although chances for promotion are quite limited, the respondents still seem to be satisfied with their career prospects in the resort establishment. However, the result also indicates that some respondents do not feel the guidance and support they needed from their managers and employers in making career decisions. There might be employers who feel that the career planning of individual employees is not part of their responsibility. Even with other companies which are not related to the hospitality industry, individual career planning is seldom practiced. The results of the Calinaud et al. (2020) study, which found that a personal career plan was never a part of a formal organizational process, are also consistent with this.

In summary, the employees agreed on the job satisfaction factors with a grand mean of 3.94. Although this is a positive result, it is also seen that there is a big room for improvement in all aspects to ensure that resort employees are highly satisfied. Research studies have determined the importance of employees' satisfaction on their performance (Riyadi, 2019), retention (Ashton, 2017), and customer satisfaction (Al Kurdi et al., 2020). Therefore, improvements to be made to make the workers more satisfied would bring benefits to the hospitality industry.

Table 2

Work Engagement of Resort Employees

Dimensions	Composite Mean	Verbal Interpretation	Rank
Cognitive Work Engagement	3.96	Agree	3
Emotional Work Engagement	4.24	Agree	1
Physical Work Engagement	4.02	Agree	2
Grand Mean	4.07	Agree	

Note: 4.50-5.00=Strongly Agree; 3.50-4.49=Agree; 2.50-3.49=Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

It can be gleaned from the table that that the respondents from the resort sector are engaged emotionally, physically and cognitively in their work. The highest composite mean is gained by emotional work engagement

which is important as the service industry requires emotional labor. Having high emotional engagement denotes that employees are able to display appropriate emotions in their dealings with their customers and are less likely to experience emotional exhaustion (Wang, 2020). This is important as most resort employees deal directly with customers, and their emotional state could definitely affect the emotional experience of their guests. Employees who are happy and who feel good about their jobs will be able to deliver satisfactory services to their guests as well.

With a composite mean of 3.96, as shown in Table 2, the respondents agreed that they are cognitively engaged with their work. The respondents agreed that their mind is fully engaged with their work and that they give a lot of mental attention to their work. These results imply that the respondents have a strong mental connection with the work that they do. These employees work diligently and are mindful of the details involved in the performance of their jobs. Employees who are also cognitively engaged are aware of what is happening around their environment and can focus on the tasks at hand. When these happen, there will be fewer errors committed and customers would be more satisfied with the services provided. According to the definition provided by Kahn (1990), employees who are cognitively engaged tend to be mentally alert, attentive, and absorbed in their work. Cognitive work engagement received the lowest composite mean in this study. This suggests the need to employ measures that can further improve employee engagement in this aspect. Resort employees, especially those who deal directly with guests need to be innovative and creative as each service encounter may differ from one another. Creativity and innovativeness which are results of being mindful of their work also positively affect customer satisfaction.

The respondents agreed with a composite mean of 4.24 that they are emotionally engaged with their work. They agree that they are happy carrying out their responsibilities at work and feel a sense of gratification with their work performance. This implies that the respondents find meaning in their work. The result also indicates that employees love and enjoy their work and it must have something to do also with the work environment that they have. The respondents must have good supervisors and managers who empower them and allow them to make positive contributions in their workplaces, as well as recognize their potential. As noted by Llopis (2015) in his article, employees are most engaged when their leaders have confidence in them. They are not burdened by their job and they can always be depended on to deliver when called upon.

As for physical work engagement, this dimension got a composite mean of 4.02. The respondents agree that they always have a lot of energy for their work, as well as a great deal of stamina. This implies that the respondents spend their energy and effort in the performance of their work in the resort establishments. About 70% of the respondents belong to ages below 40 years old and this factor must have contributed to the result. Cartwright (2014) noted that individuals who declare greater levels of energy rate their overall health as also positive. This also highlights the importance of ensuring a physically healthy workforce.

Table 3

Differences of Responses on Job Satisfaction when Grouped According to Profile Variables

Profile Variables	Λ^2 c/ U	p-value	Interpretation
Age			
Compensation	17.588	0.001	Significant
Promotion	7.422	0.115	Not Significant
Benefits	12.580	0.014	Significant
Recognition and Rewards	18.585	0.001	Significant
Training and Development	9.789	0.044	Significant
Career Development Opportunities	10.603	0.031	Significant
Sex			
Compensation	9005.000	0.033	Significant
Promotion	9961.000	0.427	Not Significant
Benefits	10040.000	0.496	Not Significant
Recognition and Rewards	9265.000	0.077	Not Significant
Training and Development	10206.000	0.647	Not Significant
Career Development Opportunities	10524.000	0.993	Not Significant

Length of Service			
Compensation	19.963	0.001	Significant
Promotion	19.693	0.001	Significant
Benefits	19.588	0.001	Significant
Recognition and Rewards	18.425	0.001	Significant
Training and Development	15.181	0.004	Significant
Career Development Opportunities	21.159	0.000	Highly Significant
Department			
Compensation	17.301	0.004	Significant
Promotion	13.105	0.022	Significant
Benefits	11.889	0.036	Significant
Recognition and Rewards	15.778	0.008	Significant
Training and Development	14.260	0.014	Significant
Career Development Opportunities	9.360	0.096	Not Significant

From Table 3, it can be seen there is no significant difference on the job satisfaction of the respondents in terms of promotion when responses were grouped according to age. This could suggest that regardless of the person's age, promotion is a very important factor that could affect their satisfaction or dissatisfaction. Enkhbaatar et al. (2021) conducted a study, which contrasts the results of this research with the findings of another study that rejected the notion that job satisfaction factors differ by generation and observed no significant differences between the generations. The authors did note, however, that this does not imply that people of different generations have the same perspectives on all aspects of job satisfaction. It is also possible that a person will have more work experience as they get older, which will influence both their expectations and their level of satisfaction.

When grouped according to sex, the respondents have significant differences in their perception of job satisfaction in terms of compensation. Research, as regards the relationship of gender on job satisfaction, tend to be inconclusive. Women report higher levels of job satisfaction than men, according to Redmond and McGuinness (2019). They added that even after accounting for personal, occupational, and familial factors, the gap between men's and women's levels of satisfaction still exists. This is in contrast to the results of the study by Andrade et al. (2021), which show that, with the exception of hotel receptionists, housekeeping supervisors, and hotel cleaners, mean work satisfaction scores for women are lower across hospitality jobs.

Significant differences exist in all the employees' job satisfaction factors when grouped according to the length of service in the company. Notably a highly significant difference in the responses exists in terms of career development opportunities. Job satisfaction has been linked to job retention so those who stayed with the company for quite some time could be assumed to be getting satisfaction from their jobs. Employees who have also been with the company for a longer period of time may have adjusted better to the workplace and have adjusted their expectations from the company as well. The result is quite different from the result of the study conducted by Kandhro and Chandio (2014) among 500 employees. They have discovered that the number of years an employee has worked for a company has no bearing on how satisfied they are with their job.

Table 4

Differences of Work Engagement when Grouped According to Profile Variables

Profile Variables	Λ^2 c/ U	p-value	Interpretation
Age			
Cognitive Work Engagement	6.178	0.186	Not Significant
Emotional Work Engagement	7.019	0.135	Not Significant
Physical Work Engagement	10.250	0.036	Significant
Sex			
Cognitive Work Engagement	10048.500	0.504	Not Significant
Emotional Work Engagement	9439.500	0.125	Not Significant
Physical Work Engagement	8867.000	0.019	Significant
Length of Service			
Cognitive Work Engagement	17.335	0.002	Significant
Emotional Work Engagement	14.989	0.005	Significant
Physical Work Engagement	18.923	0.001	Significant

Department			
Cognitive Work Engagement	13.972	0.016	Significant
Emotional Work Engagement	17.493	0.004	Significant
Physical Work Engagement	15.488	0.008	Significant

Table 4 shows the differences of work engagement of respondents when grouped according to their profile variables. As to age and sex, it is shown that there is no significant difference on the cognitive and emotional work engagement of the different age groups and between males and females. However, a significant difference is noted among respondents of different age groups and between males and females with regard to their physical work engagement. Employees in the hospitality industry are known to work long hours and their jobs may require a lot of physical energy. This could explain the result as the physical energy and vigor of young and old persons may be different, as well as between males and females. Douglas, S., and Roberts, R. (2020) attempted to evaluate the relationship between age and aspects of workplace engagement. It was discovered that workers 50 years of age and older had significantly higher work engagement scores than workers under 50. Sharma et al. (2017) found a similar significant positive relationship between age and work engagement. This indicates that as one age, he tends to become more invested in his work.

There is a significant difference in work engagement among respondents when grouped according to their length of service. People who have worked for the company longer may be more passionate about their jobs than those who have just started. It may also have something to do with the employees becoming more experienced with their jobs. Sharma, et al (2017) determined that as the experiences of an employee increases, work engagement also increases.

Table 5

Relationship Between Job Satisfaction and Work Engagement

Variables	rho value	p-value	Interpretation
Compensation			
Cognitive Work Engagement	.533	0.000	Highly significant
Emotional Work Engagement	0.573	0.000	Highly significant
Physical Work Engagement	0.587	0.000	Highly significant
Promotion			
Cognitive Work Engagement	0.617	0.000	Highly significant
Emotional Work Engagement	0.631	0.000	Highly significant
Physical Work Engagement	0.606	0.000	Highly significant
Benefits			
Cognitive Work Engagement	0.598	0.000	Highly significant
Emotional Work Engagement	0.577	0.000	Highly significant
Physical Work Engagement	0.607	0.000	Highly significant
Recognition and Rewards			
Cognitive Work Engagement	0.605	0.000	Highly significant
Emotional Work Engagement	0.624	0.000	Highly significant
Physical Work Engagement	0.667	0.000	Highly significant
Training and Development			
Cognitive Work Engagement	0.638	0.000	Highly significant
Emotional Work Engagement	0.649	0.000	Highly significant
Physical Work Engagement	0.663	0.000	Highly significant
Career Development Opportunities			
Cognitive Work Engagement	0.653	0.000	Highly significant
Emotional Work Engagement	0.617	0.000	Highly significant
Physical Work Engagement	0.662	0.000	Highly significant

It can be gleaned from Table 5 that highly significant relationships exist between all the variables of job satisfaction and the three dimensions of work engagement. Compensation and benefits as factors of job satisfaction have a highly significant and positive relationship with work engagement. The result parallels the study of Robianto et al. (2020) which shows that compensation has a positive and significant effect on work engagement so better compensation for employees results in an increase in work engagement.

Promotion is also positively correlated with work engagement. Most employees expect to have an upward

movement in their jobs and when this happens, they become satisfied and become more engaged with their work. Similar results were found in Ahmed's (2017) study, which reveals that promotion opportunities have a significant impact on both employee performance and employee engagement.

As can be gleaned in Table 5 rewards and recognition as a factor of job satisfaction is positively and highly significantly correlated with work engagement. Both monetary and non-monetary incentives given to deserving employees have a beneficial influence on increasing work engagement. Resort establishments may strongly consider incorporating rewards and recognition programs into their company as it can lead to many benefits including higher productivity of employees.

Training and development and career development opportunities are both highly significantly related to work engagement. Both of these factors involve investing in an organizations' human resource. Through the development of the employees' skills, knowledge, and capabilities, the organization also ensures that they will have the right employees to perform the jobs and tasks at hand. This backs up Robianto's (2020) and associates' research, which demonstrates that career development has a significant and beneficial effect on job engagement.

The positive correlation coefficient in Table 15 demonstrates a positive relationship between job satisfaction and work engagement. This suggests that a rise in job satisfaction will also translate into a rise in employee engagement. The outcome also emphasizes the significance of making sure that workers are satisfied because this may lead to more engaged workers who do their jobs well. This supports the research conclusion that there is a high association between call center employee job satisfaction and staff engagement (Reissova & Papay, 2021). Tentana et al. (2019) concluded in their study that there is a highly substantial positive correlation between employee engagement and work satisfaction. It has been determined that employee engagement rises with work satisfaction and falls with job satisfaction.

Table 6

Proposed Human Resource Development Plan for Resorts in Batangas

Key Result Areas/ Specific Objectives	Programs/ Activities	Persons Responsible
Compensation To provide annual salary increment to the loyal employees of the organization	Review of the current salary structure taking into consideration the following: Labor laws and regulations; Salary market rate; Duties and Responsibilities attached to the position A policy on the provision of annual salary increments may be crafted that will consider both the length of service of the employee as well as their work performance.	Top Management; HR Personnel
Promotion To reward committed, performing and loyal employees	Review of the current promotional policies and procedures; To consider and communicate among employees the policy on internal promotion Consider lateral promotion; skills development	HR Manager; Top Management and Department Heads
Benefits To extend benefit to the immediate family of the employees	Big discounted rate for the immediate family members to avail of resorts' facilities Inclusion of some family members in company outings or other social activities of the resort establishment	Top Management
Recognition and Rewards To reward the good performance of employees	Paid work time-off Social Media Shout-outs	HR Heads/ Department Heads
Training and Development To conduct training that will improve technical abilities of the employees	Conduct of training needs assessment Skills development training for the employees Monitoring	HR / Department Heads
Career Development Opportunities	Individualized career plans of the employees which is a result of:	HR/ Department Heads / Supervisors

To help employees in crafting their individual career plans	Employees' competency assessment Career goal setting
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Table 6 presents the proposed human resource development plan for resort establishments in Batangas. This is based on the indicators that need further improvements as a result of the job satisfaction assessment.

5. Conclusions

From the findings of the study, it was found out that the resort employees are satisfied with the compensation, promotion, benefits, recognition and rewards, training and development, and career development opportunities of their jobs. They also agreed that they are cognitively, emotionally, and physically engaged in their work. There are significant differences in the job satisfaction of employees when grouped according to the length of service. As to age and department assigned, significant differences are observed in some job satisfaction factors. There is no significant difference in the job satisfaction of employees when grouped according to sex, except for the compensation variable. Furthermore, there are significant differences in the work engagement of employees when grouped according to the length of service and the department where they are assigned. There is a significant difference in the physical work engagement of employees when grouped according to age and sex. Job satisfaction is positively correlated with employee engagement. A higher level of job satisfaction could result in higher employee engagement and consequently, the lower the job satisfaction, the lower the employee engagement. A human resource development plan was proposed to improve job satisfaction and work engagement of resort employees

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